

Group Chief Executive's Statement

I am pleased to welcome you to our Quality Accounts 2016.

Our 2016 Quality Accounts provide a transparent picture of BMI Healthcare's performance over the period covered and present the outcomes of objective metrics on the quality status of our 59 hospitals and clinics.

Across BMI Healthcare, we have adopted a systems-based approach to the management of clinical risk with the focus being on establishing effective systems, processes and controls across the business, rather than focusing on the acts or omissions of individual employees. Our goal is to establish a managerial culture which promotes proactive consideration of clinical risks, so that appropriate mechanisms and strategies are put in place to control and minimise future risk.

A comprehensive clinical governance framework exists across BMI Healthcare to ensure patient safety. As part of the framework, every effort has been made to ensure strategies are in place to look both prospectively and retrospectively across the organisation. This means that our focus is on both preventing risk and identifying clinical outcome trends across the business, as well as ensuring appropriate controls are in place at all levels.

Because of the inherent risks associated with being a patient in a healthcare system and our continued and consistent focus on patient safety, a key part of our plan is to ensure that every effort is made to reduce the likelihood and consequence of an adverse event or outcome associated with the treatment of a patient in our hospital. No healthcare provider can afford to be complacent and whilst I believe BMI Healthcare's hospitals provide safe and effective care, we are always striving for improvement. And indeed, our internal audit processes continue to identify areas for ongoing improvement and investment. During the last year, we have also seen the onset of the new Care Quality Commission (CQC) inspection regime and a number of our hospitals have now been through the new process, with a steady flow of inspections expected over the next 12 months.

BMI Healthcare's brand promise is to be "serious about health, passionate about care". Its four core themes – safety, clinical effectiveness, patient experience and quality assurance – provide our staff with the platform to consistently deliver the care that patients, their insurers and commissioners expect and deserve. We continue seek new ways to enhance engagement with our Consultants and Allied Health Professionals, as well as our own staff, around important clinical governance topics like the focus on Duty of Candour. During the year we held a workshop for our medical leaders at our National Medical Advisory Conference for the Chairs of our hospital Medical Advisory Committees and provided updated policies and guidance for our staff. We regularly communicate with our staff and Consultants the importance of using the recognised procedures such as the World Health Organisation 'Safer Surgery Checklist' and we are clear that patient safety remains our top priority. As a learning organisation, we make sure that learning from incidents and a culture where it is safe to speak up are cultivated and nurtured by our leaders.

We are shortly to introduce Patient Recorded Outcome Measures ('PROMs') for all our private patients, as well as those outcomes we already capture for our NHS patients. The new national Private Healthcare Information Network (PHIN) website, which will launched shortly will also enable patients to make informed choices about their Consultants and care, through a comprehensive website covering the most popular private procedures and their outcomes.

BMI Healthcare strives to provide superior patient care, but ultimately our patients are the best judge of their care and treatment. We are committed to monitoring every aspect of the care we provide, and we invest significantly in obtaining patient feedback on all aspects of their stay with us. We also measure national survey information such as the 'Friends and Family' test and use all patient feedback to guide our investment plans, the treatments we offer and the all-round high quality patient experience we aspire to give. Even with relatively high scores, we strive to improve, and in the most recent figures at the end of 2015, patient satisfaction with overall quality of care had risen to 98.1%, with some of our hospitals scoring 100%.

The information available here in the Quality Accounts has been reviewed by the BMI Healthcare Clinical Governance Committee and I declare that, as far as I am aware, the information contained in these reports is accurate.

Finally I would like to thank all the staff whose dedication to caring for our patients and commitment to improvement are recognised here and in the positive experiences of the patients we serve every day.



Jill Watts, Group Chief Executive

Hospital Information



The Bishops Wood Hospital opened on 27th March 1990 and is one of the BMI hospitals in a partnership with the NHS.

BMI Bishops Wood Hospital shares the site with Mount Vernon Hospital, a world-renowned centre for cancer treatment which falls within the East of England cancer centres. The hospital occupies a 42 bed capacity across both the surgical and oncology wards; this includes a 5 bedded day unit and 7 chemotherapy day rooms.

BMI Bishops Wood hospital has operating department complex, consisting of 2 operating theatres, both fitted with laminar flow facilities and 1 minor procedures room.

Key services/ specialties available at BMI Bishops Wood Hospital include; Physiotherapy, Ophthalmology, Orthopaedic, ENT, Gynaecology, Complimentary / Cancer therapies, Urology, Maxofacial and Plastic and Cosmetic Surgery, Imaging, Pharmacy.

BMI Bishops Wood Hospital has been nominated as a Tier 1 centre for Oncology services in 2014, with Macmillan Quality Environment Accreditation.

BMI Bishops Wood Hospital is currently in process of redeveloping the diagnostic Imaging Department, the refurbishment is to include an expansion of size of Department, an instalment of a Philips Inginia 1.5 T Omega MRI scanner.

BMI Bishops Wood Hospital year to date NHS case mix is 23%.

BMI Healthcare are registered as a provider with the Care Quality Commission (CQC) under the Health & Social Care Act 2008 as well with the Hospital Improvement Scotland (HIS) and Healthcare

Inspectorate Wales (HIW) for our hospitals outside of England. BMI Bishops Wood Hospital is registered as a location for the following regulated services:-

- Treatment of disease, disorder and injury
- Surgical procedures
- Diagnostic and screening
- Family planning services

These regulatory bodies carry out inspections of our hospitals periodically to ensure a maintained compliance with regulatory standards.

The CQC carried out an unannounced inspection on 28th January 2014 and found that BMI Bishops Wood Hospital met all standards.

BMI Bishops Wood Hospital has a local framework through which clinical effectiveness, clinical incidents and clinical quality is monitored and analysed. Where appropriate, action is taken to continuously improve the quality of care. This is through the work of a multidisciplinary group and the Medical Advisory Committee.

At a Corporate Level, BMI Healthcare's Clinical Governance Board has an overview and provides the strategic leadership for corporate learning and quality improvement.

There has been ongoing focus on robust reporting of all incidents, near misses and outcomes. Data quality has been improved by ongoing training and database improvements. New reporting modules have increased the speed at which reports are available and the range of fields for analysis. This ensures the availability of information for effective clinical governance with implementation of appropriate actions to prevent recurrences in order to improve quality and safety for patients, visitors and staff.

At present we provide full, standardised information to the NHS, including coding of procedures, diagnoses and co-morbidities and PROMs for NHS patients. There are additional external reporting requirements for CQC/HIS/HIW, Public Health England (Previously HPA) CCGs and Insurers

BMI Healthcare is a founding member of the Private Healthcare Information Network (PHIN) UK – where we produce a data set of all patient episodes approaching HES-equivalency and submit this to PHIN for publication.

This data (once PHIN is fully established and finalised) will be made available to common standards for inclusion in comparative metrics, and is published on the PHIN website <http://www.phin.org.uk>.

This website gives patients information to help them choose or find out more about an independent hospital including the ability to search by location and procedure.

CQC Ratings Grid

We inspected the following standards as part of a routine inspection. This is what we found:

Respecting and involving people who use services	✓	Met this standard
Care and welfare of people who use services	✓	Met this standard
Meeting nutritional needs	✓	Met this standard
Safeguarding people who use services from abuse	✓	Met this standard
Cleanliness and infection control	✓	Met this standard
Staffing	✓	Met this standard

From the published report, it was highlighted from the CQC that all standards had been met.

Safety

Infection Prevention and Control

The focus on Infection Prevention and Control continues under the leadership of the Group Head of Infection Prevention and Control, in liaison with the link nurse in BMI Bishops Wood Hospital.

The focus on Infection Prevention and Control continues under the leadership of the Group Director of Infection Prevention and Control and Group Head of Infection Prevention and Control, in liaison with the Infection Prevention and Control Lead.

Between April 2015 to March 2016, the hospital had:

- 0 MRSA bacteraemia cases/100,000 bed days
- 0 MSSA bacteraemia cases /100,000 bed days
- 0 E.coli bacteraemia cases/ 100,000 bed days

- There have been 0 cases of hospital apportioned Clostridium difficile in the last 12 months.

- SSI data is also submitted to Public Health England for Orthopaedic surgical procedures. Our rates of infection are;
 - Hips – 0.01136



- Knees – 0.00571

All departments are audited annually using the infection prevention quality improvement tool (QIP) and if the score is below 80%, an immediate action is required and reassessment within 6 months. Otherwise an action plan is devised indicating areas for improvement. The QIP scores for BMI Bishops Wood Hospital are shown in the following table

Department 2014- 2015	Overall Percentage (%)
Consulting Rooms	98%
Wards	96%
Theatre	96%
Endoscopy	96%
Physiotherapy	98%
Imaging	100%

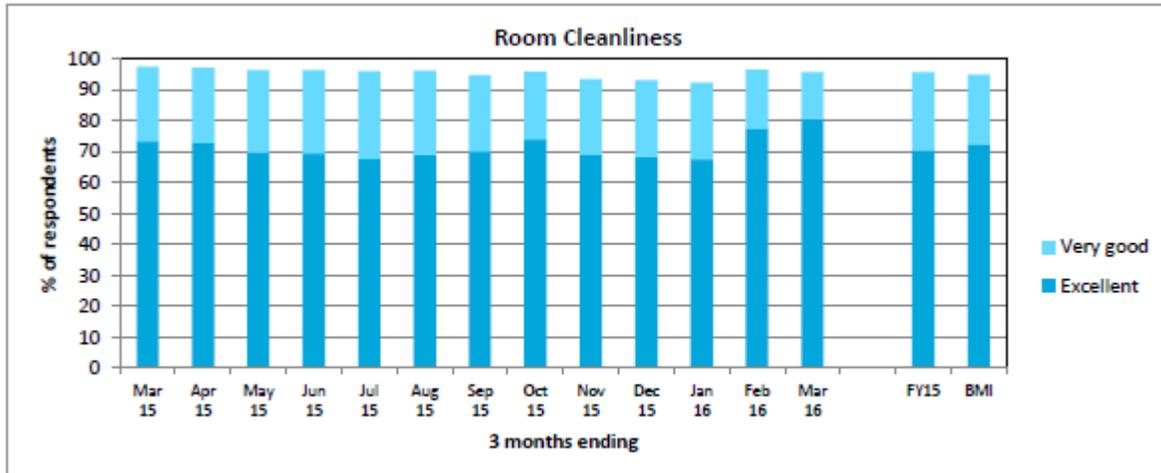
HI Care bundles are completed for the following;

- Blood cultures
- SSI pre intra and post-operative
- Urinary Catheter insertion and ongoing care
- Central venous catheter insertion and ongoing care
- Peripheral cannula insertion and ongoing care

Levels were below 100% before implementation 18 months ago – but guidelines are now being followed and adherence is the norm – these are monitored monthly by links in all areas.

Environmental cleanliness is also an important factor in infection prevention and our patients rate the cleanliness of our facilities highly.





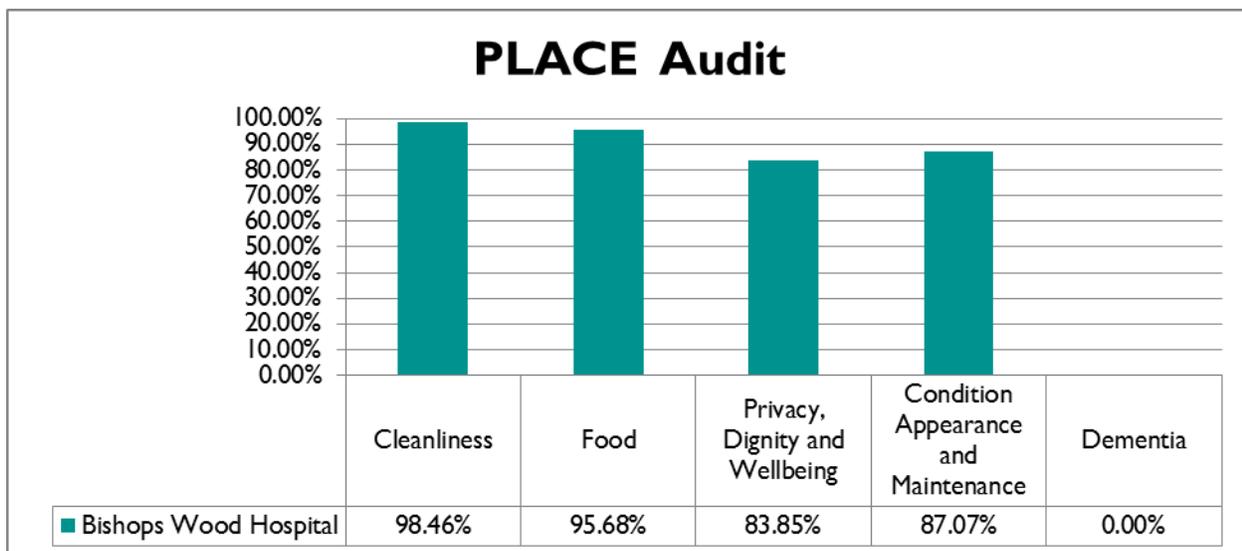
Patient Led Assessment of the Care Environment (PLACE)

At BMI Healthcare, we believe a patient should be cared for with compassion and dignity in a clean, safe environment. Where standards fall short, they should be able to draw it to the attention of managers and hold the service to account. PLACE assessments will provide motivation for improvement by providing a clear message, directly from patients, about how the environment or services might be enhanced.

Since 2013, PLACE has been used for assessing the quality of the patient environment, replacing the old Patient Environment Action Team (PEAT) inspections.

The assessments involve patients and staff who assess the hospital and how the environment supports patient’s privacy and dignity, food, cleanliness and general building maintenance. It focuses entirely on the care environment and does not cover clinical care provision or how well staff are doing their job.

The results will show how hospitals are performing nationally and locally.



Our PLACE audit has highlighted that the overall cleanliness of the hospital is 98.46%; BMI Bishops Wood Hospital will improve upon this score through the increase of deep cleaning and auditing. The audits will be reviewed and completed in addition by the Infection Prevention Control (IPC) and Quality and Risk Departments. The cleanliness of the hospital will continue to be monitored and reviewed in the IPC committee meetings.

Also, from the PLACE results, BMI Bishops Wood Hospital is able to see what areas need to be improved upon. As part of an ongoing initiative, BMI Bishops Wood continues to work in partnership with Compass, the external company providing the catering service for the hospital. As part of the improvement plan, the hospital is committed to receiving patient feedback on the experience of the catering services, allowing service user involvement and support to ensure a robust service is delivered. This will be monitored through patient feedback surveys and analysis in this area, identifying key areas for improvement. In relation to 'Privacy, Dignity and wellbeing', BMI Bishops Wood Hospital is committed to ensure that this factor is improved upon. BMI Bishops Wood Hospital is undertaking a project to redevelop the ambulatory care service within the hospital, it is with the hospital is able to address the key areas identified through the audit and as part of the hospital strategic operational objectives for 2016.

BMI Bishops Wood Hospital is passionate to ensure that service users receive the best standard and quality of care, overall looking holistically. This includes the condition, appearance and maintenance of the hospital, the hospital continually audits the appearance and also looks for opportunity to invest back into the hospital. In May 2015, BMI Bishops Wood Hospital underwent a major refurbishment of the oncology service, this included upgrade of rooms and soft furnishing, whilst including redevelopment of the 'Pinner Park' Suite.

Duty of Candour

A culture of Candour is a prerequisite to improving the safety of patients, staff and visitors as well as the quality of Healthcare Systems.

Patients should be well informed about all elements of their care and treatment and all staff have a responsibility to be open and honest. This is even more important when errors happen.

As part of our Duty of Candour, we will make sure that if mistakes are made, the affected person:

- Will be given an opportunity to discuss what went wrong.
- What can be done to deal with any harm caused.
- What will be done to prevent it happening again.
- Will receive an apology.

To achieve this, BMI Healthcare has a clear policy - BMI Being Open and Duty of Candour policy.

We are undertaking a targeted training programme for identified members of staff to ensure understanding and implementation in relation to the Duty of Candour.

BMI Bishops Wood Hospital is fervent in ensuring that staff are aware of this subject and are following corporate policy and national guidelines. From a local perspective, the hospital holds regular staff forums. The purpose for this forum is to promote awareness and provide an opportunity for staff to ask questions and allow the management team to respond to any queries.

BMI Bishops Wood Hospital has also introduced a local vision which encompasses 'Ultimate Care'. The purpose of this initiative is to envision and define the standards, delivery and expression of care to all

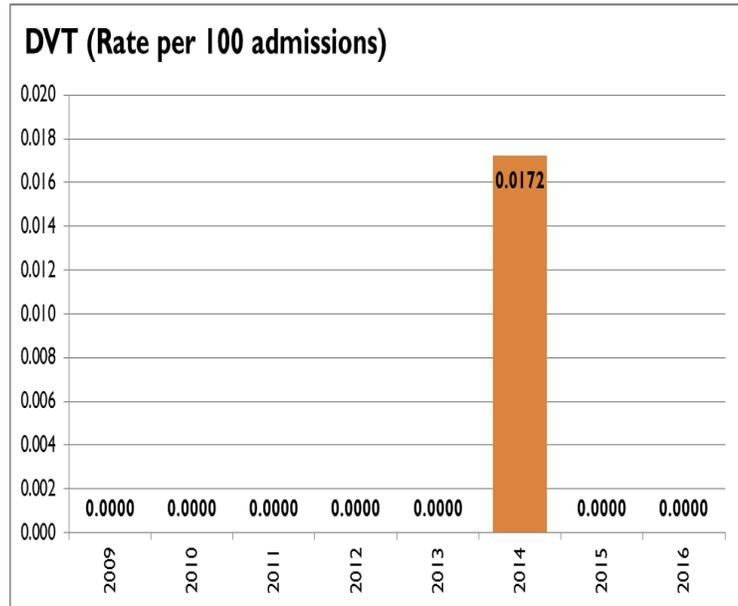
service users – an aligning of hospital culture. As part of this initiative Duty of Candour is upheld, through informing patients at every stage of their journey and also in the unfortunate event of things going wrong.

Venous Thrombo-embolism (VTE)

BMI Healthcare, holds VTE Exemplar Centre status by the Department of Health across its whole network of hospitals including BMI Bishops Wood Hospital. BMI Healthcare was awarded the Best VTE Education Initiative Award category by Lifeblood in February 2013 and was the Runners up in the Best VTE Patient Information category.

We see this as an important initiative to further assure patient safety and care. We audit our compliance with our requirement to VTE risk assessment every patient who is admitted to our facility and the results of our audit on this has shown 100%.

BMI Bishops Wood Hospital reports the incidence of Venous Thromboembolism (VTE) through the corporate clinical incident system. It is acknowledged that the challenge is receiving information for patients who may return to their GPs or other hospitals for diagnosis and/or treatment of VTE post discharge from the Hospital. As such we may not be made aware of them. We continue to work with our Consultants and referrers in order to ensure that we have as much data as possible.



Throughout 2015-16 BMI Bishops Wood Hospital has not had any reported cases of DVT related incidents.

Sign Up for Safety Campaign

In December 2015 BMI Health applied to Sign up for Safety by submitting our actions for the following five pledges:

- **Put safety first** – Committing to reduce avoidable harm in the NHS by half through taking a systematic approach to safety and making public your locally developed goals, plans and progress. Instill a preoccupation with failure so that systems are designed to prevent error and avoidable harm
- **Continually learn** – Reviewing your incident reporting and investigation processes to make sure that you are truly learning from them and using these lessons to make your organisation

more resilient to risks. Listen, learn and act on the feedback from patients and staff and by constantly measuring and monitoring how safe your services are

- **Be honest** – Being open and transparent with people about your progress to tackle patient safety issues and support staff to be candid with patients and their families if something goes wrong
- **Collaborate** – Stepping up and actively collaborating with other organisations and teams; share your work, your ideas and your learning to create a truly national approach to safety. Work together with others, join forces and create partnerships that ensure a sustained approach to sharing and learning across the system
- **Be supportive** – Be kind to your staff, help them bring joy and pride to their work. Be thoughtful when things go wrong; help staff cope and create a positive just culture that asks why things go wrong in order to put them right. Give staff the time, resources and support to work safely and to work on improvements. Thank your staff, reward and recognise their efforts and celebrate your progress towards safer care.

BMI Healthcare as a company was successful in their application with Sign up for Safety in March 2016. Sign up for safety is a campaign to make all our healthcare services the safest in the world. Whilst predominantly focused on the NHS the campaign welcomes independent healthcare companies or individual hospitals to participate to make all healthcare services safer. The ambition of sign up to safety is to halve avoidable harm over the next three years and save 6,000 lives as a result.

By signing up to the campaign we have committed to listening to patients, carers and staff, learning from what they say when things go wrong and taking action to improve patient's safety helping to ensure patients get harm free care every time, everywhere.



Sign up to
SAFETY
LISTEN LEARN ACT

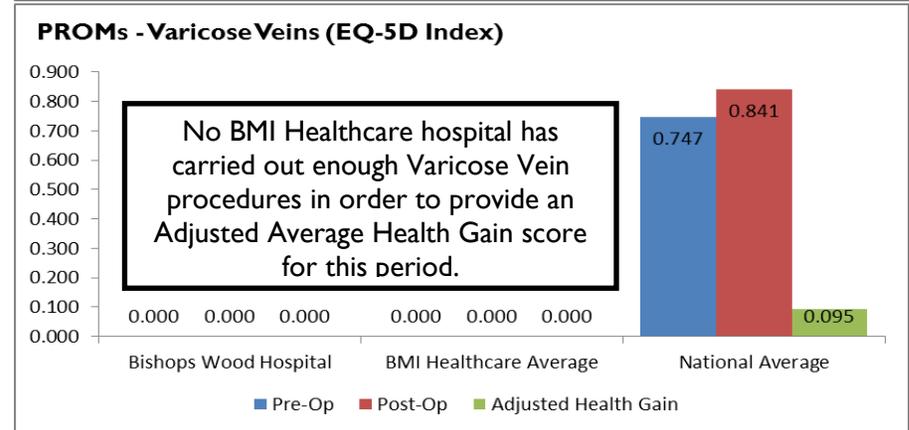
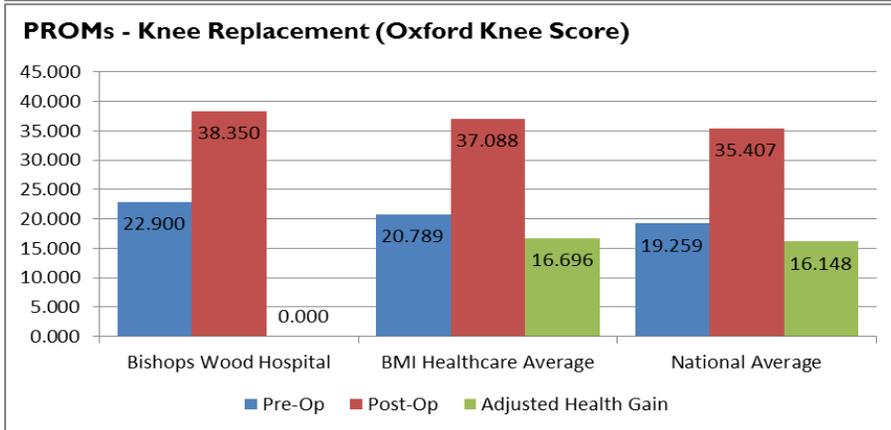
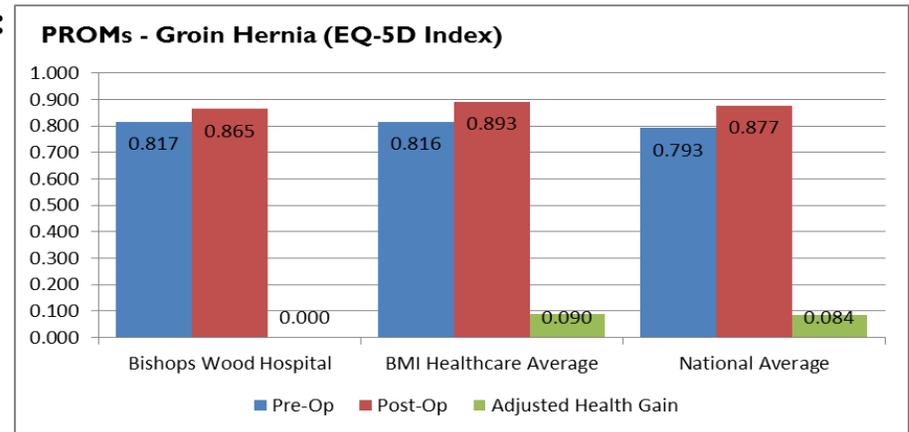
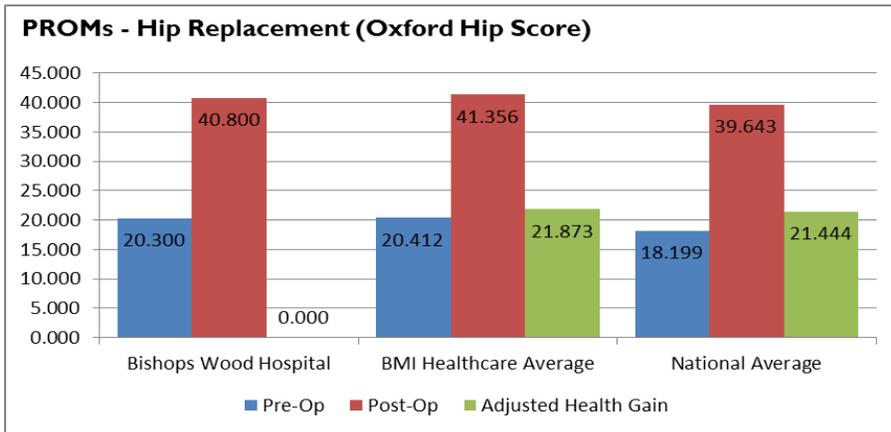
The logo features the text 'Sign up to' in a green, cursive font, followed by a horizontal dotted line. Below this, the word 'SAFETY' is written in large, bold, green, sans-serif capital letters. At the bottom, the words 'LISTEN LEARN ACT' are written in smaller, bold, blue, sans-serif capital letters.

Effectiveness

Patient Reported Outcome Measures (PROMS)

Patient Reported Outcome Measures (PROMS) are a means of collecting information on the effectiveness of care delivered to NHS patients as perceived by the patients themselves. PROMS are a Department of Health led programme.

For the current reporting period, the tables below demonstrate that the health gain between Questionnaire 1 (Pre-Operative) and Questionnaire 2 (Post-Operative) for patients undergoing hip replacement and knee replacement at BMI Bishops Wood Hospital. As highlighted from the data, the hospital collectively exceeds the national average in terms of statistics. PROMS data is an important tool used here at the hospital as it provides feedback in the quality of the service provided, it also provide the opportunity to measure in accordance to the national average –which include the NHS sites. This valuable data collected by the patients using the service, allows the hospital to plan ahead in improving the quality of a particular area of the service, but also support future developments and enhancement of services.

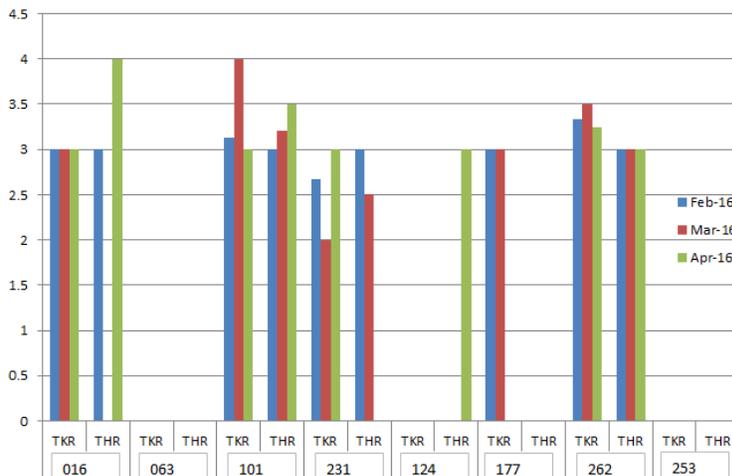


Enhanced Recovery Programme (ERP)

The ERP is about improving patient outcomes and speeding up a patient’s recovery after surgery. ERP focuses on making sure patients are active participants in their own recovery and always receive evidence based care at the right time. It is often referred to as rapid recovery, is a new, evidence-based model of care that creates fitter patients who recover faster from major surgery. It is the modern way for treating patients where day surgery is not appropriate.

ERP is based on the following principles:-

1. All Patients are on a pathway of care
 - a. *Following best practice models of evidenced based care*
 - b. *Reduced length of stay*
2. Patient Preparation
 - a. *Pre Admission assessment undertaken*
 - b. *Group Education sessions*
 - c. *Optimizing the patient prior to admission – i.e HB optimisation, control co-morbidities, medication assessment – stopping medication plan.*
 - d. *Commencement of discharge planning*
3. Proactive patient management
 - a. *Maintaining good pre-operative hydration*
 - b. *Minimising the risk of post-operative nausea and vomiting*
 - c. *Maintaining normothermia pre and post operatively*
 - d. *Early mobilisation*
4. Encouraging patients have an active role in their recovery
 - a. *Participate in the decision making process prior to surgery*
 - b. *Education of patient and family*
 - c. *Setting own goals daily*
 - d. *Participate in their discharge planning*
 - e.

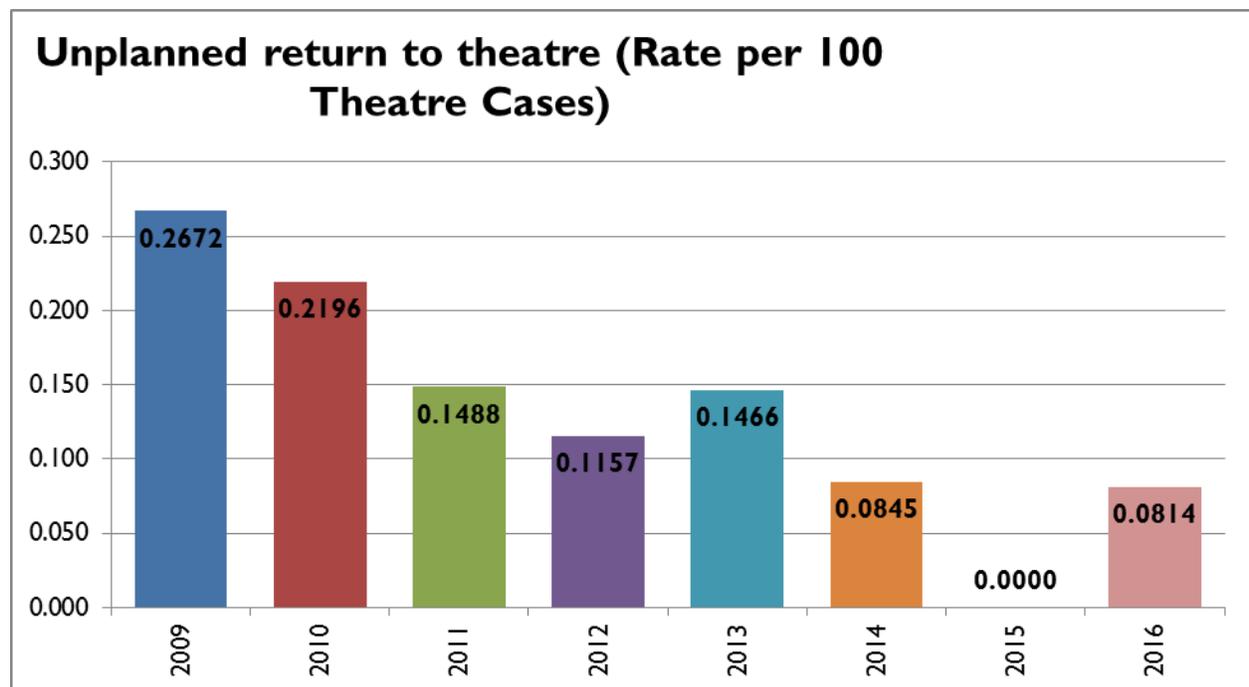
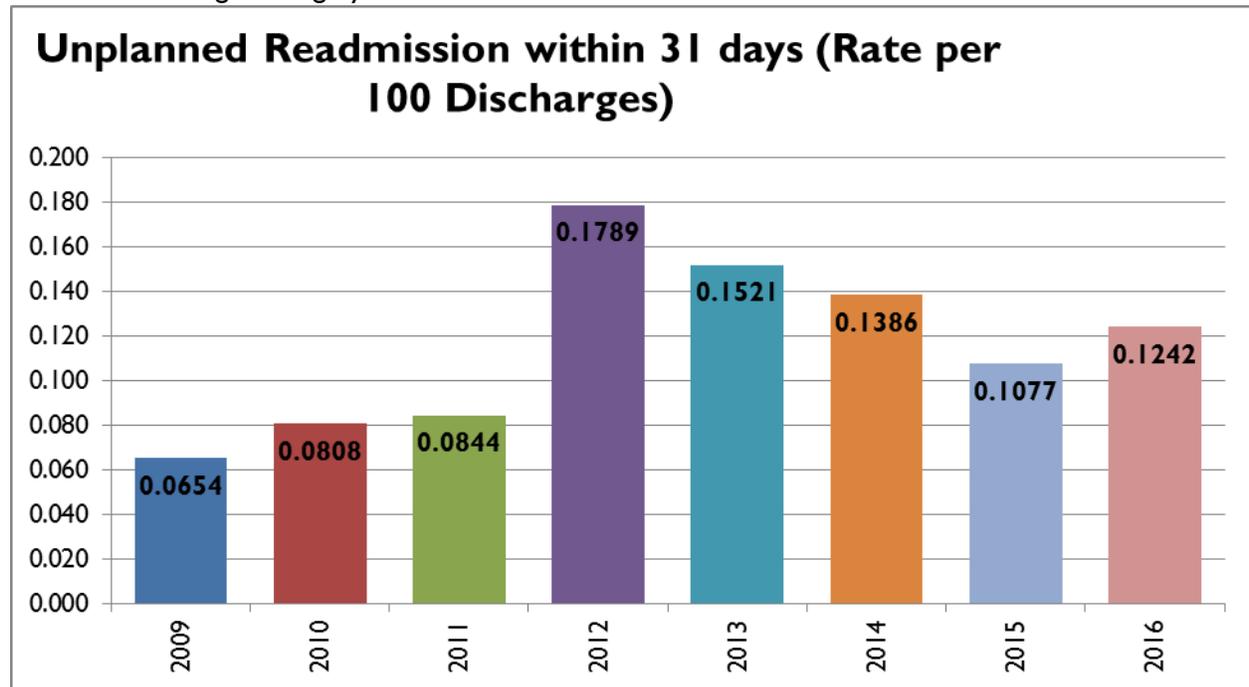


The following graph shows THR and TKR AVLOS over the last 3 months. This data has been gathered and provided to orthopaedic surgeons since June 2014.

BMI Bishops Wood Hospital continues to promote and use of ERP to continue and improve the effectiveness of patient recovery and AVLOS is monitored by the clinical and Senior Management in the hospital. We need to take the names out and replace with number.

Unplanned Readmissions & Unplanned Returns to Theatre.

Unplanned readmissions and Unplanned Returns to Theatre are normally due to a clinical complication related to the original surgery.



Unplanned re-admissions and return to theatres do occur, this is generally as a result of post-operative complications; both patient factors and possible post-operative infection. As highlighted from the graphs, BMI Bishops Wood Hospital has seen a consistent decrease in the rate of re-admissions and return to theatres.

In 2016, the hospital's re-admission rate increased by 0.0165, which equates to only two patients following surgery. Also in 2016, the data shows that 0.0814 of patients had a return to theatres. BMI Bishops Wood Hospital closely monitors all patients, including those that have unplanned re-admissions to the hospital and also return to theatres, through BMI's national incident reporting framework, individual cases are investigated with appropriate action plans to ensure learning from those incidents. These plans support the improvements required for the service, all cases are reviewed at the governance committee, monitoring the quality of the service and also as part of the governance directives for BMI.

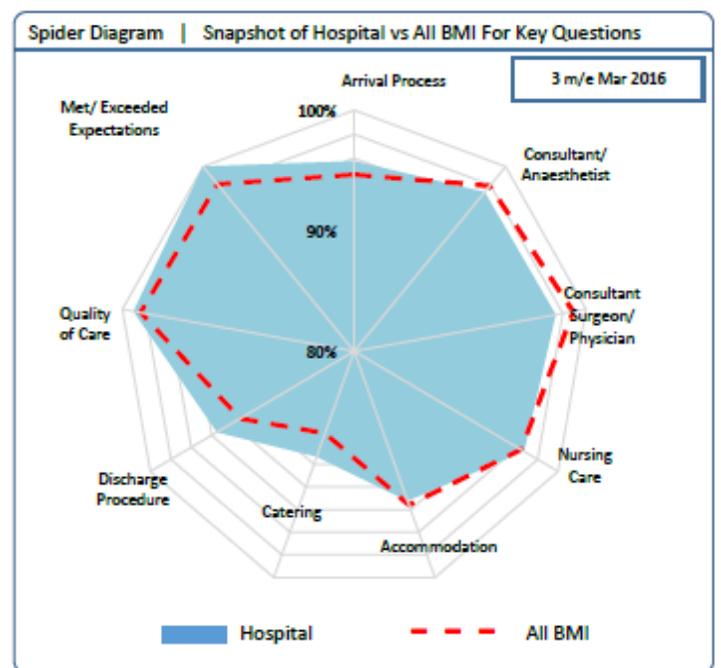
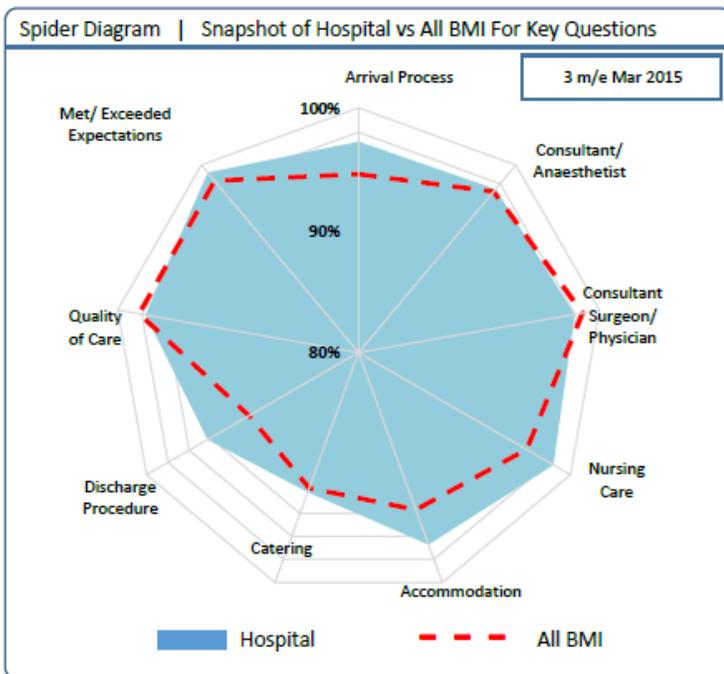
Patient Experience

Patient Satisfaction

BMI Healthcare is committed to providing the highest levels of quality of care to all of our patients. We continually monitor how we are performing by asking patients to complete a patient satisfaction questionnaire. Patient satisfaction surveys are administered by an independent third party.

March 2015 & 2016

In comparison of the 2015/16 results for the results of the patient satisfaction for BMI Bishops Wood Hospital there are comparisons to be discussed.



The arrival process has dropped by 1.4% between March 15/16. This has been highlighted as focus for the hospital to improve on. This will be addressed through further customer service training, close monitoring on daily/ weekly basis, this will be reflected in the end of month report.

Another area that is shown above is the nursing care, the difference between 2015/16 is 1.8%. BMI Bishops Wood Hospital continues to monitor this through satisfaction questionnaires and leaflets given to patients whilst also increasing the level of competency of the nursing staff at BMI Bishop wood. The

hospital will also audit the performance and quality of care. BMI Bishops Wood Hospital greatly appreciates feedback as it contributes to the overall implementation and response to standard of care.

BMI Bishops Wood Hospital also recognises the significant decrease in catering, resulting in a total of 2.8%. As part of our service improvements, the hospital is gaining feedback on a number of different aspects in the catering service. The results will then be summarised for the hospital to work alongside the catering service to implement and action the recommendations. The hospital during 2015 has been working closely on improving the quality and variety of food within the catering service. The hospital has and will continue to work with the wards to ensure that patients receive a service that is individualised in choice and continuing to facilitate the patients needs.

Discharge has unfortunately dropped by 0.7%. This is currently being improved through ensuring that there is assistance in planning of the departure. Staff are encouraged to support and assist in arrangements for departure.

The meeting/ exceeding expectations of patients has increased to 100%. BMI Bishops Wood Hospital is continually monitoring and improving upon the feedback in order to maintain this score.

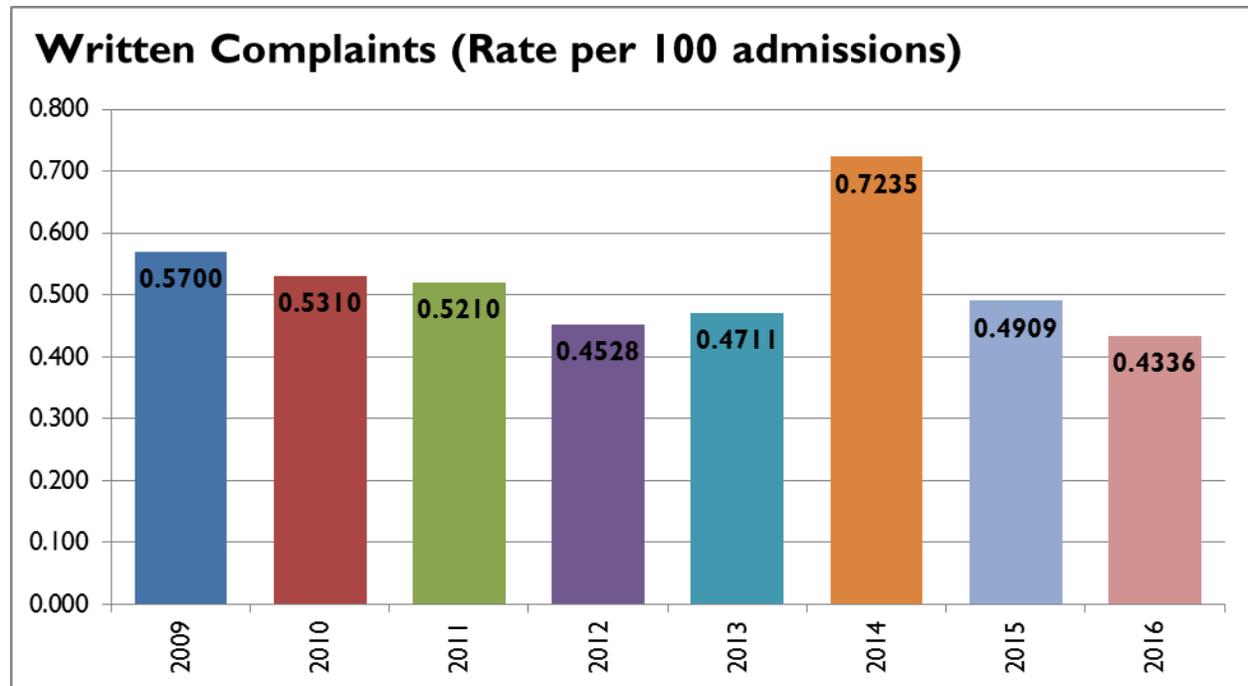
Complaints

In addition to providing all patients with an opportunity to complete a Satisfaction Survey BMI Bishops Wood Hospital actively encourages feedback both informally and formally. Patients are supported through a robust complaints procedure, operated over three stages:

Stage 1: Hospital resolution

Stage 2: Corporate resolution

Stage 3: Patients can refer their complaint to Independent Adjudication if they are not satisfied with the outcome at the other 2 stages.



As highlighted from the graph, BMI Bishops Wood Hospital has decreased by 0.57 in the number of complaints (per 100 admissions) between 2015-16. BMI Bishops Wood Hospital continues review not only the quantity of complaints, but also identifying trends and also carrying annual analysis of

complaints. With the analysis provided, the hospital is able to robustly respond to and address any trending complaints from patients. The management team also regularly meet to monitor any complaints in the hospital and also within the Clinical Governance Committee.

CQUINS

We are pleased to report that BMI Bishops Wood Hospital consistently meet all the CQUIN requirements working closely with the CCGs to ensure full compliance and quality care delivery.

National Clinical Audits

BMI Bishops Wood Hospital has been able to contribute in the National Joint Registry audit; the hospital submits the total number of knee and hip replacement carried out. The total number of knee and hip replacements carried in 2015-16 was 284.

Research

No NHS patients were recruited to take part in research.

Priorities for Service Development and Improvement

- BMI Bishops Wood Hospital has a planned development to re-decorate throughout the hospital of which including the patient rooms and other key areas.
- BMI Bishops Wood Hospital also has plans to re-develop the theatre Walk in Walk out area, for patient undergoing local anaesthetic procedures and minor procedure.
- The hospital is also planning to improve the Endoscopy service, increasing an investing in the equipment used for this specialty.
- The hospital is planning to develop the Imaging Dept., with plans of refurbishment of the Dept. and also investments into state of the art equipment.
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Quality Indicators

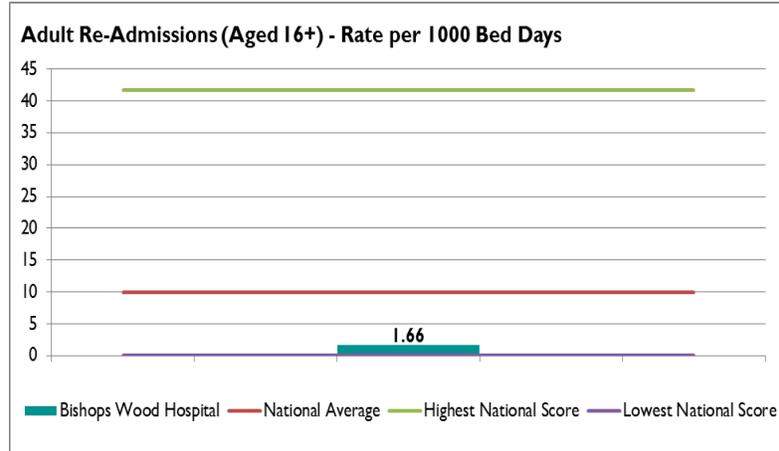
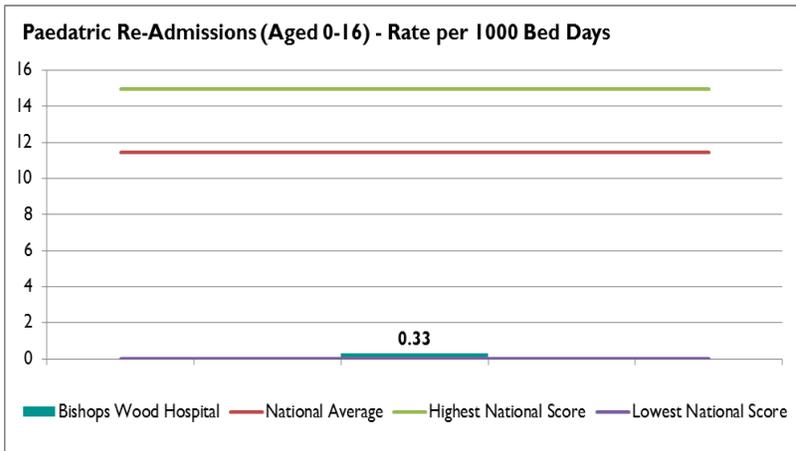
The below information provides an overview of the various Quality Indicators which form part of the annual Quality Accounts. Where relevant, information has been provided to explain any potential differences between the collection methods of BMI Healthcare and the NHS.

All data provided by BMI Healthcare is for the period **April 2015-March 2016** to remain consistent with previous Quality Accounts, whilst the NHS data may not be for the same period due to HSCIC data availability. The NHS data provided will be the latest information available from the HSCIC website.

Indicator	Source	Information	NHS Date Period
Summary Hospital-Level Mortality Indicator (SHMI)		This indicator measures whether the number of patients who die in hospital is higher or lower than would be expected. This indicator is not something that is collected for the Independent Healthcare Sector.	

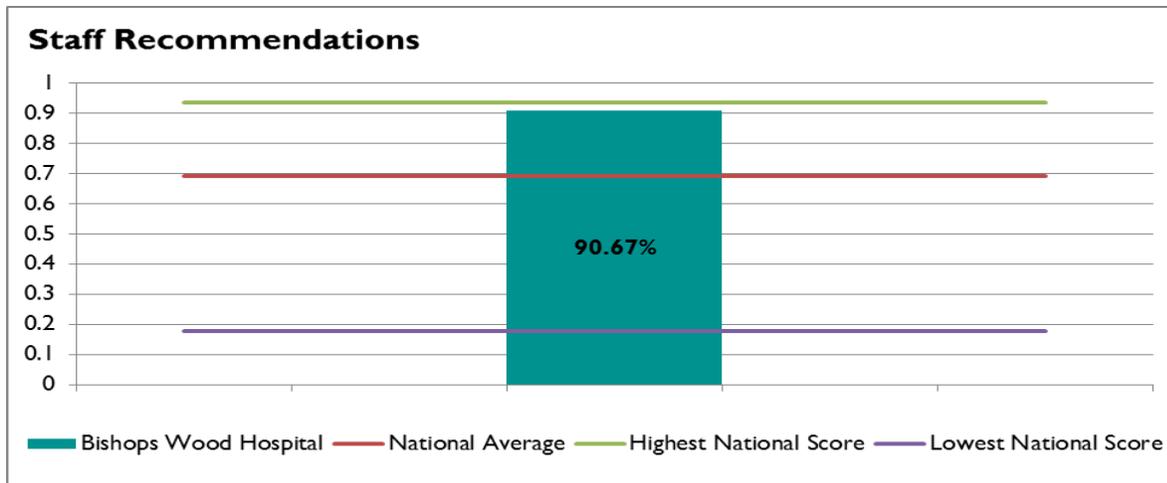
Number of paediatric patients re-admitted within 28 days of discharge and number of adult patients (16+) re-admitted within 28 days of discharge.	Sentinel Risk Management System which is used by all BMI Healthcare Hospitals	This figure provided is a rate per 1,000 amended discharges.	2011-2012
Percentage of BMI Healthcare Staff who would recommend the service to Friends & Family	BMI Healthcare Staff Survey		NHS Staff Survey 2015
Number of <i>C.difficile</i> infections reported	Sentinel Risk Management System which is used by all BMI Healthcare Hospitals	This indicator relates to the number of hospital-apportioned infections.	April 2014 – March 2015
Responsiveness to Personal Needs of Patients	Quality Health Patient Satisfaction Report	The responsiveness score provided is an average of all categories applied to Patient Satisfaction questionnaires answered by BMI Healthcare inpatients.	June 2014 – January 2015
Number of admissions risk assessed for VTE	CQUIN Data	BMI Healthcare only collects this information currently for NHS patients.	April 2014 – March 2015
Number/Rate of Patient Safety Incidents reported	Sentinel Risk Management System which is used by all BMI Healthcare Hospitals	Based upon Clinical Incidents with a patient involved where the NPSA Guidelines deem a severity applicable.	October 2014 – March 2015
Number/Rate of Patient Safety Incidents reported (Severe or Death)	Sentinel Risk Management System which is used by all BMI Healthcare Hospitals	Based upon Clinical Incidents with a patient involved where the NPSA Guidelines deem a severity applicable.	October 2014 – March 2015

Re-Admissions within 28 Days of Discharge (Paedatric and Adult)



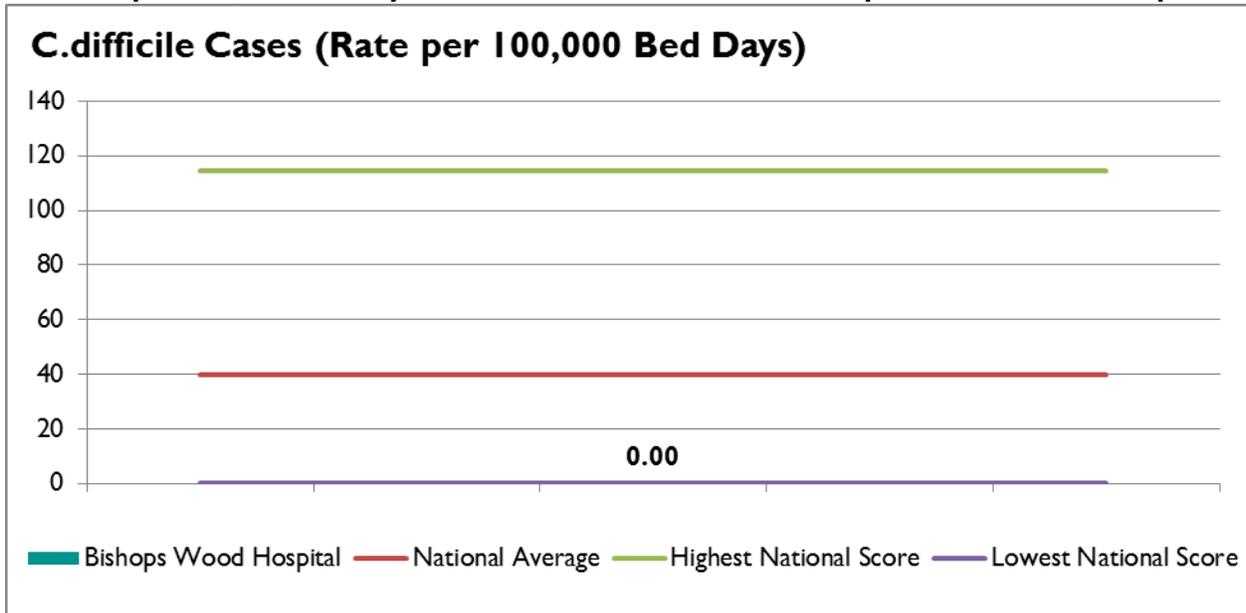
The BMI Bishops Wood Hospital considers that this data is as described for the following reasons due to patients been discharged safely from the hospital. It unfortunately can be as a result of post-operative complications that naturally may occur. The BMI Bishops Wood Hospital intends to take the following actions to improve this rate, and so the quality of its services, by monitoring this through the hospital’s incident reporting system highlighting of cases re-admitted following admission into the hospital.

Staff Recommendation Results



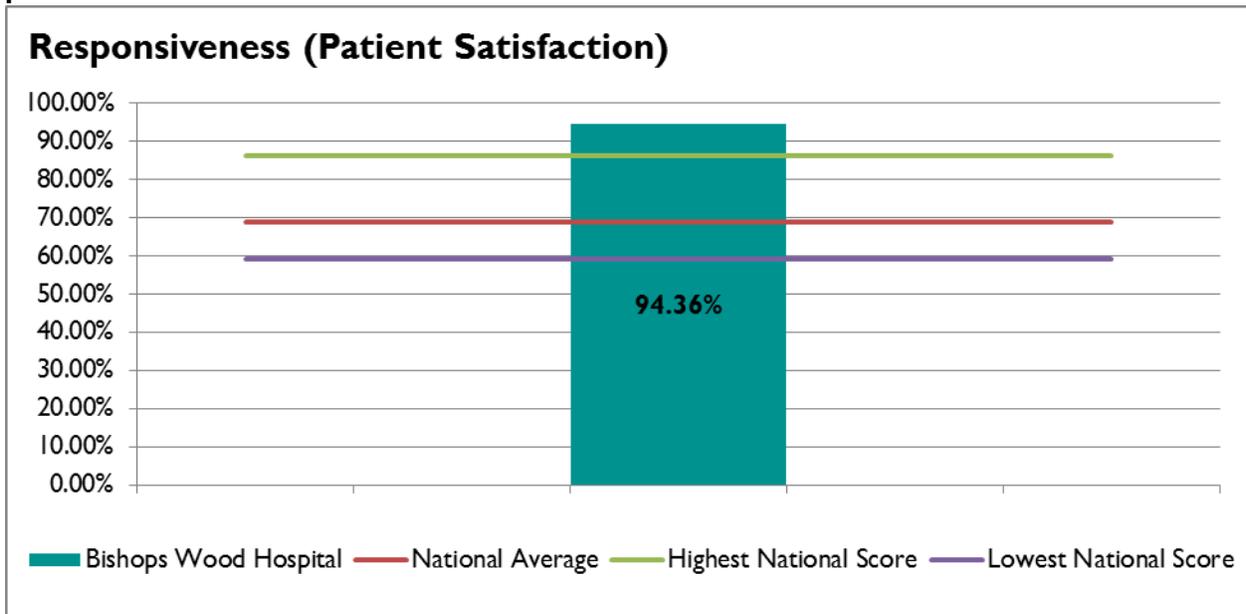
The BMI Bishops Wood Hospital considers that this data is as described due to the reason that at the time of the staff satisfaction there was a high number of role vacancies and changes within the management structure. The BMI Bishops Wood Hospital intends to take the following action to improve this percentage and so the quality of its services, by continuing to listen and respond to recommendations and feedback of staff in way of delivering the services offered and also the staff culture within the hospital.

The rate per 100,000 bed days of cases of C difficile infection reported within the hospital



The BMI Bishops Wood Hospital considers that this data is as described for the following reasons. BMI Bishops Wood Hospital regularly undertakes regular transmission precautions within the hospital. BMI Bishops Wood Hospital intends to take the following actions to improve this rate, and so the quality of its services, by continuing to maintain the enteric precautions used by staff and also continuing to follow the organisations policy and procedures, the hospital will also continue to maintain a high cleaning process of patient rooms.

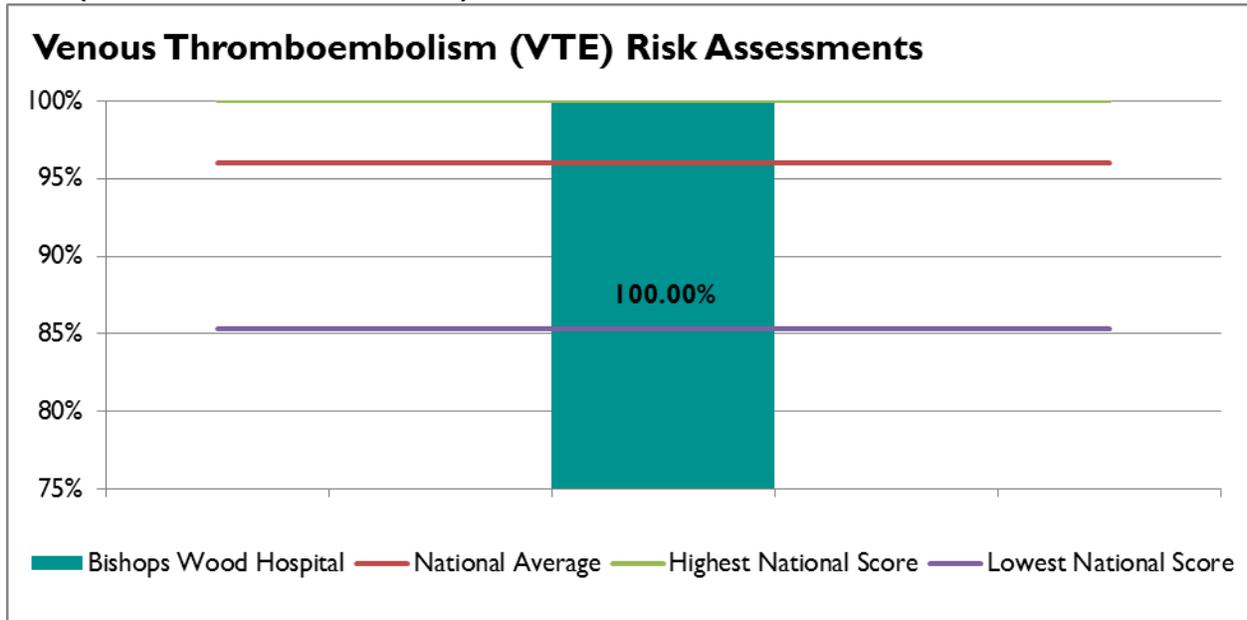
Hospitals responsiveness to the personal needs of its patients



The BMI Bishops Wood Hospital considers that this data is as described due to the hospital been able to receive quality feedback from patients who use and experience the hospital.

The BMI Bishops Wood Hospital intends to take the following actions to improve this percentage and so the quality of its services, by continuing to gain qualitative insight and feedback from patients in all aspects experienced during their time in the hospital. BMI Bishops Wood Hospital will continue to value the feedback of patients by responding to areas that have been suggested for improvements, this feedback will be discussed in the management team meeting.

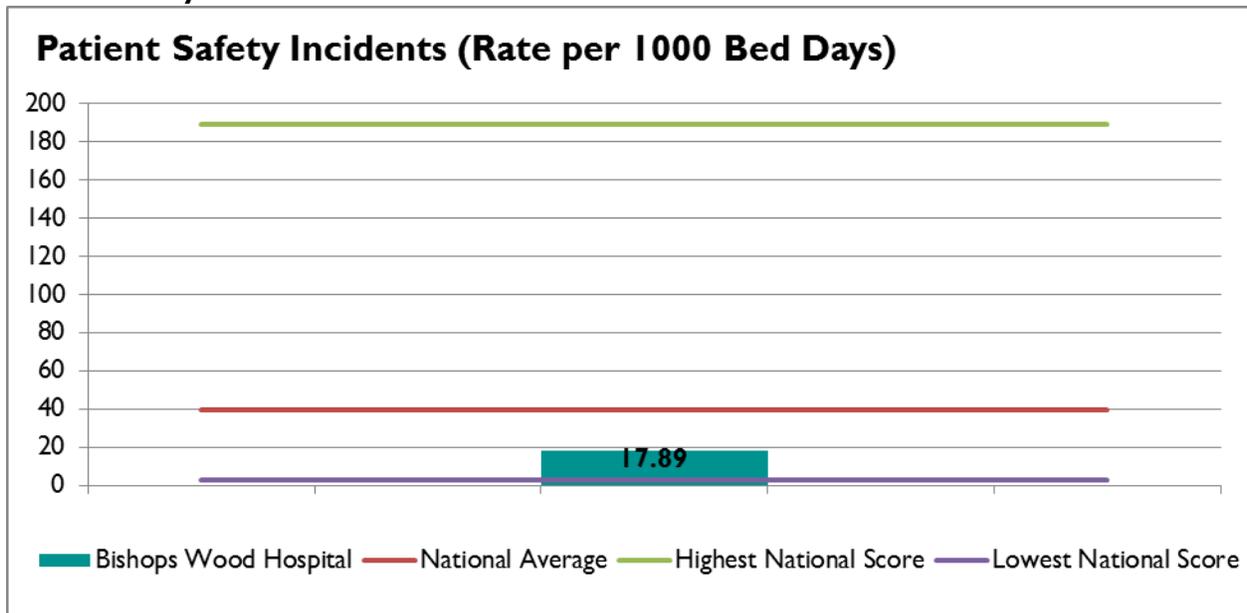
The percentage of patients who were admitted to hospital and who were risk assessed for VTE (Venous Thromboembolism).



The BMI Bishops Wood Hospital considers that this data is as described for the following reasons, that all of patients are assessed for VTE on admission into the hospital or at Pre -assessment clinic, irrespective of payor type at Pre admmission clinic.

The BMI Bishops Wood Hospital has taken the following actions to improve this percentage and so the quality of its services, by continuing to monitor the compliance and also the quality of assessment with the use of hospital audit plans and reporting to the Information Manangement Unit (IMU) of BMI, collating and submitting key information from the hosptial to the care commision groups.

Patient Safety Incidents



The BMI Bishops Wood Hospital considers that this data is as described for the following reasons; BMI Bishops Wood Hospital has a robust incident reporting culture through which staff are able to highlight and report incidents that occur in the hospital.

The BMI Bishops Wood Hospital intends to take the following actions to improve this rate, and so the quality of its services, by continuing to learn from summaries and action plans from incidents. BMI Bishops Wood Hospital will also to continue to ensure that there is an open and transparent culture of staff to say and highlight when incidents occur, both with adverse and non-adverse effects. The safety of patients is a high priority of the hospital. Through Clinical Governance and Risk Management Committee meetings, the hospital is able to identify any possible risks and put in place controls to minimise those risks. The hospitals governance framework provides the avenue for the hospital to remain accountable and responsibility to both the staff and its service users, by benchmarking against key performance outcomes. It is with the data gathered, the hospital is able to assess the current standard and see potential areas for future improvements.